

~~ADMINISTRATIVE - INTERNAL USE ONLY~~

Approved For Release 2001/08/02 : CIA-RDP82-00357R000800180045-0

I. EXECUTIVE DEVELOPMENT

ILLEGIB

Source	Comment and/or Status
<u>Proposal:</u> High Level Organizational Commitment in Support of Executive Development within Each Federal Agency	
Letter dtd 13 Sep 71 to DCI fr Chairman, CSC	Agency should establish Executive Manpower Resources Board of senior officials, chaired by principal assistant reporting regularly to agency head. Agency is also to designate Executive Manpower Management Officer, normally the principal official charged with personnel management.
Memo dtd 6 Jan 72 to ExDir-Compt. fr D/Pers, subj: Executive Development Plan	Have the equivalent of EMRB in Deputies' Meeting and D/Pers with responsibilities in line of EMMO.
Memo dtd 14 Jan 72 to D/Pers fr ExDir-Compt., subj: Executive Development Plan	EMRB functions can only be reflected in Deputies' Meeting if include executive development as regular agenda item. In coming weeks hope can develop reporting system from D/Pers (EMMO) as to ways executive development is taking place in Agency showing novel approaches, shortfalls, etc. for discussion in Deputies' Meeting.
Memo dtd 7 Apr 72 to ExDir-Compt. fr D/Pers, subj: Executive Development	Develop overall executive development plan; announce policy of organizational support; and achieve spirit of proposal for EMRB by having Deputies' Meeting review executive development and training suggestions and monitor implementation.
ExDir-Compt. notation on 7 Apr 72 memo above	ExDir-Compt. acknowledged that he will take major active role.
Memo dtd 5 May 72 to ExDir-Compt. fr D/Pers, subj: Briefing Information on Executive Development for the Director's Annual Conference	Agency plan calls for ExDir-Compt. and Deputies to establish executive development policy; approve systems for uniform administration throughout Agency; and receive information for evaluation purposes.
Memo dtd 12 Jun 72 to D/Pers fr ExDir-Compt., subj: Leadership and Executive Development	Believe identification of individuals for development program should be handled on Directorate level with subsequent review of overall Agency program by Deputies. /Consistent with earlier position on active involvement of Deputies' Meeting./

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<p>Letter dtd 15 Jun 72 to OMB fr ExDir-Compt. (in response to OMB Bulletin No. 72-12 to Heads of Executive Departments and Establishments requesting information on executive development resource plan, 24 May)</p>	<p>ExDir-Compt. has principal responsibility for executive development in Agency. Our EMRB is existing committee, consisting of ExDir-Compt. and Deputies. Executive development and other personnel items are periodically put on the agenda, with D/Pers serving as EMMO present. These individuals oversee Agency's Career Services in reaching executive development objectives.</p>
<p><u>Proposal:</u> Development Plans for</p>	<p>Each Employee with High Managerial Potential and Each Incumbent Executive</p>
<p>Letter dtd 13 Sep 71 to DCI fr Chairman, CSC</p>	<p>Each agency should identify mid-managers with high potential and prepare for them and incumbent executives (GS-16 through GS-18) individual development plans.</p>
<p>Memo dtd 6 Jan 72 to ExDir-Compt. fr D/Pers, subj: Executive Development Plan</p>	<p>Well along in this regard through PMMP and Career Board actions. Super-grades receive close attention of senior officials. Experience shows individual development plans are impractical.</p>
<p>Memo dtd 14 Jan 72 to D/Pers fr ExDir-Compt., subj: Executive Development Plan</p>	<p>Agree with disinclination to develop individual plans. Might be well to have Directorates, if not Offices, work up simple articulations of plans.</p>
<p>Memo dtd 7 Apr 72 to ExDir-Compt. fr D/Pers, subj: Executive Development</p>	<p>In lieu of formal plans, suggest Career Service use of training and assignment inventories (composites of individual needs). Suggested objective obtainable by use of PMMP without having to formulate formalized career plans.</p>
<p>ExDir-Compt. notation on 7 Apr 72 memo above</p>	<p>Comment in margin suggested ExDir-Compt. interest in Directorate-level inventories.</p>
<p>Memo dtd 5 May to ExDir-Compt. fr D/Pers, subj: Briefing Information on Executive Development for the Director's Annual Conference</p>	<p>At Director's Annual Conference there was approval of disinclination to develop individual career plans.</p>

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<p><u>Proposal:</u> Improved Mobility Program</p> <p>Letter dtd 13 Sep 71 to DCI fr Chairman, CSC</p> <p>Memo dtd 6 Jan 72 to ExDir- Compt. fr D/Pers, subj: Executive Development Plan</p> <p>Memo dtd 14 Jan 72 to D/Pers fr ExDir-Compt., subj: Executive Development Plan</p> <p>Memo dtd 7 Apr 72 to ExDir- Compt. fr D/Pers, subj: Executive Development</p> <p>Memo dtd 5 May 72 to ExDir- Compt. fr D/Pers, subj: Briefing Information on Executive Development for the Director's Annual Conference</p> <p>Briefing paper on rotation for inclusion on Agenda of Director's Annual Conference dtd 5 May 72</p> <p>Memo dtd 12 Jun 72 to D/Pers fr ExDir-Compt., subj: Mobility and Rotation of Employees</p>	<p>Agency should increase organizational, occupational and geographical mobility programs as method of development and should establish rotational programs within Agency.</p> <p>Movement is a way of life in this Agency, and mechanisms exist to generate and control it.</p> <p>Compartmentation and disciplinary differences cause little real rotation. Have made progress but should improve our approach.</p> <p>Currently reexamining.</p> <p>To date Agency plan doesn't handle mobility problem, but Agency is obligated to establish some kind of program to meet Guidelines and desires of Director.</p> <p>Advocated detailed arrangements for increasing mobility within the Agency and justified them in view of Director's interest and need to implement Federal Guidelines on Executive Development.</p> <p>Following Conference, ExDir-Compt. recommended working out specifics of briefing paper to extent feasible.</p>
<p><u>Proposal:</u> More Effective Training</p> <p>Letter dtd 13 Sep 71 to DCI fr Chairman, CSC</p>	<p>Resource Utilization</p> <p>Agencies should review their use of opportunities for management training not only internally but also in other agencies.</p>

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Memo dtd 6 Jan 72 to ExDir-Compt. fr D/Pers, subj: Executive Development Plan	Agency's record is good, including external programs of management and executive development training.
Memo dtd 14 Jan 72 to D/Pers fr ExDir-Compt., subj: Executive Development Plan	Less entranced by external programs for management training than need for more internal focus on leadership and management training. Have more to do despite accomplishments in training field generally.
Memo dtd 7 Apr 72 to ExDir-Compt. fr D/Pers, subj: Executive Development	Emphasizing training responsive to individual needs in Career Service inventories proposing more comprehensive training of mid-officers with executive potential. Recommended an applications series of discussions or workshops covering wide range of managerial problems confronting Branch Chiefs and Supergrades. Stated belief that most productive time for teaching managerial skills is at the time officers will be called upon to assume a Branch or Divisional responsibility.
ExDir-Compt. notation on 7 April 72 memo above	ExDir-Compt. indicated support of these views by checkmarks in margins of 7 Apr 72 memo on executive development.
Memo dtd 5 May 72 to ExDir-Compt. fr D/Pers, subj: Briefing Information on Executive Development for the Director's Annual Conference	Repeated in less detail comments made in 7 Apr 72 memo on executive development.
Letter dtd 15 Jun 72 to OMB fr ExDir-Compt. (in response to OMB Bulletin No. 72-12 to Heads of Executive Departments and Establishments requesting information on executive development resource plan, 24 May)	Agency's Office of Training is reviewing internal management courses to insure strong core program for executive development and to give new emphasis to managerial techniques. During past year implemented new course to improve executive skills of senior officers.
<u>Proposal:</u> Improved Development	Program Evaluation
Letter dtd 13 Sep 71 to DCI fr Chairman, CSC	Agency should review effectiveness of executive development program and assure objectives are met.

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Memo dtd 6 Jan 72 to ExDir-Compt. fr D/Pers, subj: Executive Development Plan	Career Service mechanisms (training selection board, PMMP, Deputies' Meeting and other activities) provide systems and procedures for continuing evaluation.
Memo dtd 14 Jan 72 to D/Pers fr ExDir-Compt., subj: Executive Development Plan	Agree Agency has these vehicles, but wondering if they are working in development of greater skills. Problem is one of developing the right kind of standards and enforcement tools. Mentioned need for improving contribution training makes.
Memo dtd 7 Apr 72 to ExDir-Compt. fr D/Pers, subj: Executive Development	Will consider reporting mechanisms for judging program effectiveness after approval granted to methods for systematic personal development.
<u>Other Issues Not Directly Related</u>	<u>to Federal Guidelines</u>
Memo dtd 12 Jun 72 to D/Pers fr ExDir-Compt., subj: Leadership and Executive Development	Need to move ahead on specific aspects of executive development program to extent possible prior to 30 Sep 72 deadline for our next report to CSC.
RECAPITULATION:	PRA's were also discussed with the conclusion that the problem is a matter of line management counseling and decision. Desire, however, performance of Directorates to be followed and periodic reports made to ExDir-Compt.
	With the exception of the issues of increased mobility and an executive development performance evaluation system, all issues have been resolved or are pending approval in the current version of PMMP. Required report to CSC on 30 Sep 72 calls for a status report on details of implementation, and it will be necessary to indicate at that time prospective plans, since scheduling arrangements in PMMP call for completion of the executive development phase by the end of April 1973. OP is considering a draft Agency Notice on increased mobility for developmental and other purposes. We intend to incorporate a segment on PRA's in the development of an Annual Personnel Plan.

II. PERSONNEL MOVEMENT AND MANAGEMENT PROGRAM (PMMP)

Source	Comment and/or Status
Memo dtd 5 May 72 to ExDir-Compt. fr D/Pers, subj: PMMP	Submitted PMMP forms and instructions in order to implement within each Career Service Federal Guidelines on Executive Development; trace personnel flows, inclusive of promotional opportunities and promotional needs during next four years; provide a critical assessment of emerging personnel problems within each of the Career Services; and obtain a staffing profile for the ensuing Fiscal Year. PMMP has been modified to include improvements resulting from experience gained in the initial use of the process in 1971. The principal procedural change is a reduction of the planning period for estimating personnel flows from ten years to four years.
Memo dtd 6 Jun 72 to D/Pers fr ExDir-Compt., subj: PMMP	<p>After general discussion with Deputies at Director's Annual Conference, believe we are ready to go ahead with this effort. Before circulating PMMP in present form, would like discussion with you and staff on PMMP, to determine possibility of expanding concept to use as a personnel planning counterpart to annual Program Call and budget.</p> <p>PMMP aimed at Career Services' need to insure active participation of individual Deputies if PMMP to succeed. Is there some way we can accomplish?</p> <p>Also use PMMP for leadership selection and development; e.g., identify by number at each grade level for leadership development, training, etc. Likewise, use it to facilitate rotation for leadership development.</p> <p>PMMP forms quite appropriate for analyzing statistical pressures in Career Services and Directorates and should include within expanded PMMP average grade planning, separation and promotion rates, entrances-on-duty, QSI's, acceptance in career status, PRA situations and problems, etc. in order to crystallize plans and set goals for measurement during the year. Average age trend by grade could be included with breakdown of steps taken in recruiting and retirement counseling to compensate for adverse trends. Could include statistical goals for younger officers at Grades GS-14 and above in future.</p> <p>Form 2 [Career Service Situation Report] calls for appropriate narrative comments, but others should be highlighted; e.g., report on preparatory</p>

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<p>Memo for the Record dtd 31 Jul 72 fr C/PS/OP, subj: 31 July Meeting Attended by ExDir-Compt., DD/S, D/Pers, DD/Pers/P&amp;C, and C/PS/OP</p>	<p>steps taken in case of future ceiling reductions to encourage identification of least effective employees for retirement, counseling, or selection-out if necessary.</p> <p>PMMP seems to be highly appropriate vehicle for implementing EEO Program of goals and measurements.</p> <p>Could PMMP be used as statistical report on use of vacancy notices and results?</p> <p>PMMP should be used as basis for planning and reporting on training; could show numbers attending core courses, language courses (or waivers) and skill courses; it would provide indication of training impact on Career Service personnel and help insure integration of training with personnel development generally.</p> <p>In brief, PMMP is suggested as the vehicle for annual personnel planning, not only for statistical aspects of personnel situation but for planning and reporting progress on individual programs of major importance. Think of PMMP primarily as a process requiring Career Services to analyze their situations while giving the Agency level a vehicle to identify units who are achieving goals or falling behind.</p> <p>D/Pers briefed ExDir-Compt. on PMMP and suggested its usage should be limited to evaluation of personnel flows and individualized reviews of personal developmental needs, with particular emphasis upon executive development. D/Pers suggested ExDir-Compt's desire to instigate an annual personnel planning exercise could better be accomplished by a separate evaluation and reporting system. In this respect, D/Pers indicated OP's willingness to examine basic personnel programs within each of the Career Services in an effort to isolate what the Career Services are doing and to detect successful approaches that could be utilized advantageously elsewhere. D/Pers also proposed this be done preliminary to the identification of personnel program objectives that could serve as Agency-wide guidelines to the Career Services and be used by top management as bases for measuring program effectiveness in the Career Services.</p>

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<p>Draft memo dtd 2 Aug 72 to Deputy Directors fr ExDir-Compt., subj: Personnel Development Program (sent to D/Pers 3 Aug 72 for his review prior to discussion in Deputies' Meeting and formal release)</p>	<p>ExDir-Compt. agreed to limit PMMP to the basic purposes expressed by D/Pers but reaffirmed his interest in an annual personnel planning system. He stressed that a document, called an Annual Personnel Plan, should be prepared within the command channels and passed up to the Deputy Directors for approval. He also indicated his interest in having the Agency-wide aspects of these annual personnel planning efforts discussed in the Deputies' Meeting. The ExDir-Compt. saw the role of the D/Pers as similar to D/PPB in the sense that D/Pers would provide assistance and formats to the Career Services and to senior officials in carrying out a program of annual personnel planning.</p> <p>He evidenced his interest in proceeding with PMMP and indicated he would reexamine the forms and instructional materials preliminary to starting the process.</p> <p>Highlights of ExDir-Compt. draft memorandum are the following:</p> <ul style="list-style-type: none"> <li>a. PMMP is responsive to Federal Guidelines on Executive Development and is a refinement of original program that was approved by Deputies for initiation in mid-1971.</li> <li>b. PMMP will be supplemented by an Annual Personnel Plan.</li> <li>c. PMMP requires identification of executive turnover and officers who might replace retirees holding executive positions (in some cases effort should be confined to naming pool of retirees and pool of potential replacements).</li> <li>d. Larger block of GS-11 through GS-14 officers will be identified for rotation, training, and developmental attention.</li> <li>e. Deputy Directors will personally involve themselves in this program, and the overall results will be discussed in Deputies' Meeting.</li> </ul> <p>In going through detailed procedures proposed by OP, ExDir-Compt. questioned in all cases the identification of vacancies and potential replacements on an individual basis.</p>



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<p>Memo dtd 30 Aug 72 to DD/S fr D/Pers, subj: Personnel Development Program</p>	<p>ExDir-Compt. agreed with oral suggestion made by D/Pers to remove Form 6, Staffing Profile, in order to relate this documentation to other elements in the agreed upon Annual Personnel Plan.</p> <p>ExDir-Compt. also agreed several of the issues raised in his memorandum dtd 6 Jun 72 to D/Pers on PMMP would be included in the future development of formats to implement the proposed Annual Personnel Plan. (See paragraphs three through seven in Comments above pertaining to ExDir-Compt. memo dtd 6 Jun 72 to D/Pers, subj: PMMP).</p> <p>Revised PMMP forms to conform to ExDir-Compt's desire to identify executive vacancies and candidates for executive development either by individual positions and names or on a group basis, depending on what would be most feasible at different grade levels within individual Career Services. Included a provision, at his suggestion, calling for the Career Services to invite individual employees to express their personal interests in prospective developmental actions subject to their understanding that needs of the Career Services would prevail. Also made explicit that some of the detailed planning work involved in PMMP could be initially performed by the components in Grandfather Career Services.</p> <p>The scheduling arrangements in PMMP were liberalized for completion of the executive development phase. Specific schedules for determining the personal developmental needs of personnel in Grades GS-11 through GS-14 were abandoned with the notation that such action should be taken, as much as possible, within the normal processes of career panels and boards, hopefully by 30 June in most of the Career Services.</p>